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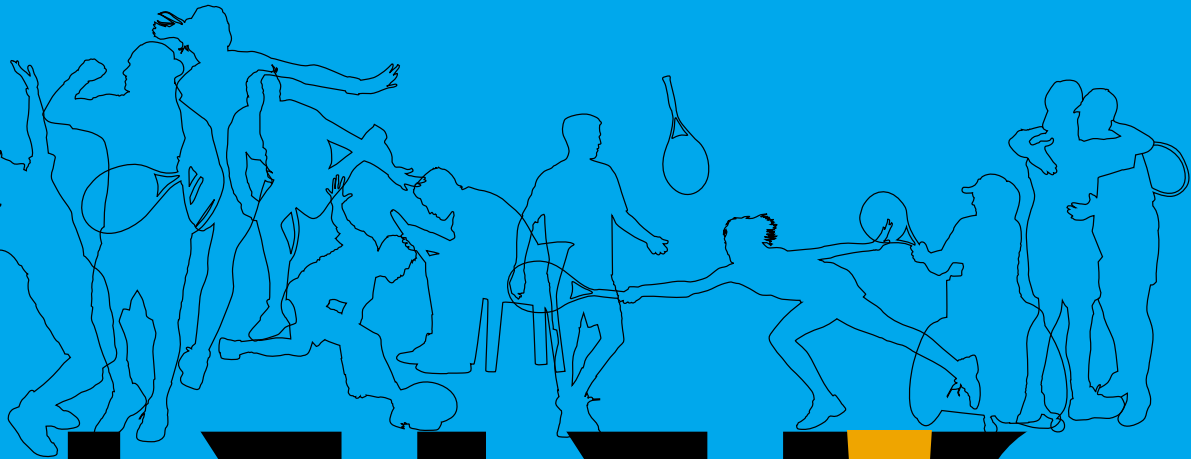
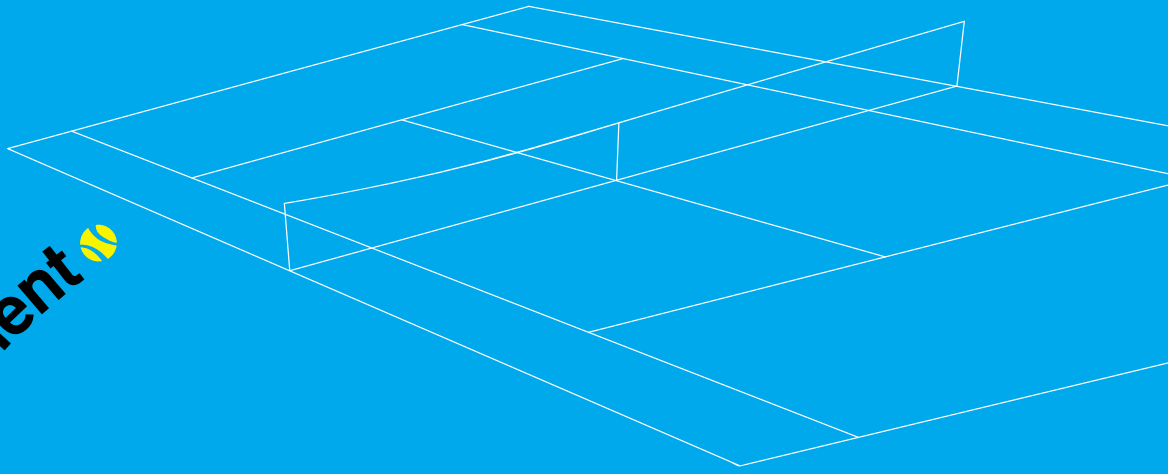
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tennis australia **strategic document** 



# TENNIS!



[www.tennisaustralia.com.au](http://www.tennisaustralia.com.au)

2004→08

# TENNIS

## SERVING UP STRATEGY

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## TENNIS AUSTRALIA PLANNING MODEL

**Encapsulating the Tennis Australia brand, the Tennis Australia Planning Model illustrates the critical flow of information and indicates the relationships of the various components of the strategic plan.**

Included in this document are details of the organisational strategic plan approved by the Tennis Australia Council while, at an operational level, business plans have been developed by each of the divisions of Tennis Australia - Tennis, Australian Open and Corporate Services - that support the organisational plan. In order to develop the most effective model, a thorough process with input from Member Associations and staff at all levels has been undertaken to ensure a complete sense of ownership and direction throughout the organisation.

**Importantly, at an operational level, business plans will be reviewed annually and adjusted to reflect changes in environment.**



## WELCOME

Tennis Australia was established in late 1904 and in January 2005 it celebrates the centenary of its first event, the Australian Open. Today, tennis is played throughout Australia by both sexes and all ages and abilities, and the Australian Open has grown into a multi-million dollar Grand Slam championship.

Tennis Australia and its Member Associations (MAs) have formulated a Strategic Plan to grow, manage, promote and showcase the game over the next four years. The Plan is backed by a business plan that details departmental objectives; programs, initiatives and measurable outcomes, and these are updated annually.

The Plan addresses all levels of the game from elite player development to growing participation in all affiliated bodies. It looks to better manage and showcase events, including the Summer Circuit and Australian Open, and to assist MAs to manage and promote the game nationwide.

Tennis Australia and its MAs are prepared to face the challenges posed internationally by other sports and entertainment activities, and domestically by the ageing of the Australian population, the decline of volunteerism and the rationalisation of facilities.



## MISSION STATEMENT

**Vision**→ To have the game of tennis clearly establish itself as the most popular sport and recreational activity in Australia and to ensure Australia has a pre-eminent position world tennis.

**Mission**→ To grow, manage, promote and showcase the sport of tennis throughout Australia, recognising the health, social, economic and entertainment benefits of sport, and tennis in particular, for people of both sexes, all ages and abilities.

**Partnership**→ Tennis Australia is in partnership with its Member State and Territory Associations and all share the same aims and objectives and the commitment to succeed. This includes adoption by all of this Strategic Plan and other policies such as Member Protection and Anti-Doping.

**Equality**→ Tennis Australia is committed to equality of access and equality of opportunity for people of all ages and both sexes, irrespective of geographic location, social background, ethnicity, disability, and other variables.

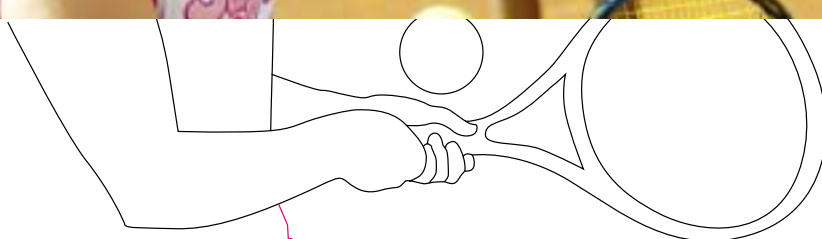
**Heritage**→ Tennis in Australia has a rich heritage including mass participation, player achievement on the world scene and Grand Slam status for the Australian Open, and it is our responsibility to uphold these traditions whilst continuing to seek out new opportunities.

**Internationalism**→ As a founding member of the International Tennis Federation and the Oceania Tennis Federation and as a Grand Slam nation, Tennis Australia is committed to the development of the game worldwide and especially in the Asia/Pacific region.

**Governance**→ All directors, councillors, committee members, selectors, managers and employees are expected to act with the utmost integrity and objectivity, striving at all times to enhance the reputation and performance of the company. They are required to declare any conflict of interest, perceived or otherwise, and not to vote or participate in the debate on matters in which they have a conflict and, where appropriate, to absent themselves from meetings during the discussions and votes on such issues.



# Growing Tennis



one

1

**RECOGNISING** the health and social benefits of tennis for people of both sexes and all ages, ensuring there is continued growth in the number of people who play tennis and the frequency with which they play the game.

Tennis is one of Australia's most popular participation sports. Surveys show that Australia has the highest penetration rate in the world with over two million people (10 per cent of the population) playing tennis, but the frequency of play (less than once a week) is below the world average for major tennis nations. To grow participation we want to achieve a modest increase in the number of players and a substantial increase in the frequency of play to at least once a week. Participation is difficult to measure, but we would expect to see growth in measures such as number of balls and rackets sold, and number of players registered with Member Associations, with an overall growth rate of five per cent per annum.

two

2

**HELPING** Australian players achieve international success and providing opportunities for them to maximize their abilities.

Australia is a great tennis nation and the achievements of our players are second only to those of the USA. As the game becomes increasingly international, the challenges facing our players become more difficult, but Australia expects to have three players in the top 20 (potential Grand Slam winners and inspirational role models to grow the game) and 10 players in the top 128 (reasonable presence in the main draw of a Grand Slam). To help achieve this, depth is also important, so Australia should always have at least 50 players ranked on the ATP/WTA computers. Equivalent numbers should also apply to boys and girls in the ITF Junior rankings. Tennis Australia's key player development initiative is currently the Targeted Athlete Project, which incorporates an individual approach to player development.



three

3

**PROVIDING** disadvantaged groups and those with a disability with the opportunity to play tennis and reach their full potential.

The opportunity for disadvantaged children to experience the wonderful game of tennis is provided by the Kids Tennis Foundation which is an official charity of the Australian Open. In conjunction with Tennis Australia, the Australian Wheelchair Committee provides opportunities for people with a disability to play wheelchair tennis and to compete in Australia and overseas at the highest standard. Special assistance is also provided to other groups including the deaf, intellectually impaired and organ transplant recipients. In 2004 Tennis Australia was a member of the inaugural sporting partnership that adopted Harmony Day as an official activity.

four

4

**WORKING** more closely with tennis coaches in the fields of player development and participation development and assuming a leadership role in coach education and qualification, including facilitating the professional development of existing coaches.

Tennis coaches work at the 'coal face' of the sport, initially introducing players to the game and subsequently ensuring each player reaches his or her full potential. Unlike most other sports, Tennis Australia delegated the training of coaches and the granting of qualifications to recognised professional coaches' organisations. This long-standing policy was recently reviewed and it was agreed that Tennis Australia must assume a leadership role in coach education and qualification, including up-skilling of existing coaches and growing the number of quality coaches developing the game at all levels. Tennis Australia coach certification has been introduced and the content of the coaching courses reviewed.

# Managing Tennis



five

5

**ENSURING** all Tennis Australia events at Open and Junior level receive international and domestic recognition for excellence in event management.

The Australian Open is repeatedly recognised by players and media as the best organised and most hospitable Grand Slam. Our home Davis Cup ties regularly receive an ITF PILA bonus as the best organised tie in each round. Likewise, our Satellite, Challenger, Futures and junior tournaments, held at venues around Australia, are acknowledged as well-organised events. Tennis Australia has the dual objective of growing the number of events organised for our players in this country whilst maintaining and improving the quality of management of each event. It is expected that the dual objectives of quantity of events and quality of management will flow through to local level events organised by Member Associations and their affiliated bodies.

six

6

**PROVIDING** Member State and Territory Associations with sufficient funding and resources to ensure the objectives of this Strategic Plan are achieved Australia-wide and to enable them to achieve additional Member-specific objectives.

This Strategic Plan is adopted by Tennis Australia and its eight Member Associations. Many of the programs outlined in this plan are implemented in each State and Territory by the relevant Member Association and funds are specifically provided in tied grants for player development, participation development, development officers, coach administration, etc. to supplement each Members' own funding initiatives. Tennis Australia also provides an annual Administration Support Grant to ensure all Members, especially the smaller ones with limited access to player registration fees and sponsorship, have the capability to properly service Tennis Australia and their registered players. In addition, Tennis Australia distributes surplus funds to Member Associations on a population basis to enable them to achieve additional objectives appropriate to their own situation and requirements.



seven

### **MAXIMISING** the advantages of Information Technology for the benefit of players, events, clubs, Member Associations and Tennis Australia.

The use of Information Technology (IT) has grown quickly over the previous strategic period, primarily at Tennis Australia and Member Association level. The next step is to expand this utilization level to encompass affiliated bodies (community based clubs or privately owned and operated centres) and ultimately all players. This commitment is currently being scoped and costed with a view to making full use of IT as a management and communication tool for the administration of affiliated bodies, the organisation of tennis tournaments and competitions and ultimately to use modern IT to make the game more player-friendly from an administrative point of view.

eight

### **MOTIVATING** excellence in performance of staff, officials and volunteers at all levels of the game through professional organisation, administration and good governance at national, state and club level.

During the Open Tennis period, Tennis Australia and its marquee event, the Australian Open, have gradually moved from an all volunteer to an all professional staff organisation. Tennis Australia seeks to maintain operational excellence by adopting best practice principles in the management and delivery of key business services. Member Associations have moved progressively in the same direction, but still require a substantial volunteer base. Most clubs and associations are still totally volunteer based and as society has changed it is not always easy to find suitably qualified volunteers to manage, promote and develop clubs. Upgrading tennis management at all levels, adopting time-friendly formats for competition and managing the various stages in the transition from volunteer to staff responsibility is a key role for Tennis Australia and Member Associations.

# Promoting Tennis



nine

9

**RECOGNISING** that the game of tennis is also a brand that needs to be marketed and promoted like any other brand to ensure growth.

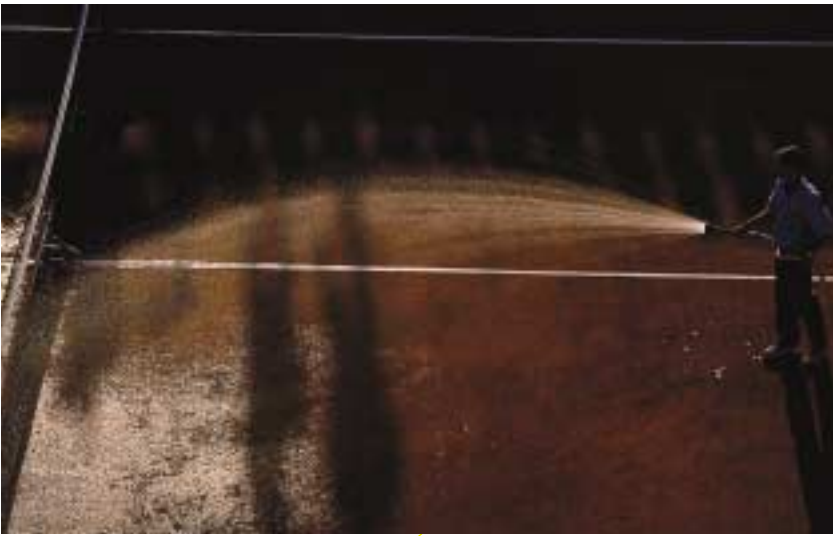
Domestically tennis faces challenges from other sports, from the ever-increasing range of entertainment choices and from Internet usage. However, tennis has health, social, economic and entertainment benefits unmatched by any other activity. It is a fun sport to play and watch for both sexes and all age groups, and is readily accessible to all Australians. Tennis Australia needs to increase levels of media coverage, events, activities, public relations, marketing, advertising and promotion of tennis. Simultaneously, clubs and centres around Australia need to be able to accommodate growth in membership numbers and frequency of play and provide a level of service befitting any national marketing program.

ten

10

**WORKING** with Member Associations to improve facility infrastructure at affiliated bodies to meet recreation, competition and player development needs.

The quality of the courts and related facilities of many affiliated bodies around Australia has remained virtually unchanged for decades and is now below modern player expectations. In many cases the only significant investment has been the addition of floodlights and/or the conversion - some time ago - of the playing surface from clay to hard court to synthetic grass (of varying quality). There has been limited maintenance since and restricted applicability for player development. Tennis Australia has appointed a National Facilities Development Committee and there are similar committees, involving Technical Field Officers, in each Member Association. Issues to be addressed this quadrennium include the construction of more clay courts, consolidation of clubs to improve their overall facilities and economic viability, clubhouses and related facilities.



eleven

11

**INCREASING** the share of funding tennis receives from local, state and federal governments for the development of the game (elite, participation, facilities) by forming meaningful partnerships with government.

Tennis has attributes unmatched by any other sport. It is played by people of all shapes and sizes and standards, both sexes, all ages, in every city of Australia and throughout all country towns and without discrimination by race, culture or ethnic background. Tennis is safe, healthy and great for social interaction. Certainly there isn't another sport that brings together men, women and children so agreeably. With these outstanding attributes tennis should receive greater encouragement and support from all levels of Government and across the various departments including Sport and Recreation, Health, Education, Tourism, Social Security, Local Government and Multicultural Affairs. Tennis is a sport for life.

twelve

12

**UPGRADING** physical education, including opportunities to play tennis, in the Primary and High School curricula, recognising the health, social and educational benefits provided through participation in sports such as tennis.

Tennis, along with cricket, football, swimming, athletics and physical education were once an integral part of the Primary and High School curricula. The current generation has lost the health, social and educational benefits provided to previous generations through school-age introduction to exercise and games. Sport has lost the basic introduction to the game once provided at school level. Tennis needs to develop a link between schools and nearby affiliated bodies (clubs or centres) through the development and promotion of programs including Ace Tennis and Mini Tennis.

# Showcasing Tennis



thirteen

13

**ESTABLISHING** the Australian Open as the biggest sporting event and the number one tennis brand in the Asia/Pacific region.

As one of the four Grand Slam Championships, the Australian Open is our showcase event and ranks equally with Wimbledon and the French and US Opens, linking Melbourne with London, Paris and New York. To preserve this exalted status, the Australian Open must overcome firstly the clear demographic disadvantage of our small domestic population base and secondly the time difference between Australia and Europe/USA, both of which severely affect the commercial value of our sponsorship and television rights. Growth in participation, in the status of tennis and in the Australian Open, particularly in the Asia/Pacific region, addresses these key issues.

fourteen

14

**ACHIEVING** top four places for Australia in Davis Cup, Fed Cup, Olympic Games tennis, ITF Junior and Veterans' teams competitions, and winning each event at least once during the quadrennium.

Australia has a proud record in Davis Cup (champion nation 28 times, most recently in 2003), Fed Cup (seven victories), Olympic Games tennis (a medal at each Olympics since tennis was reinstated to the Games) and regularly wins in various age groups at the ITF Junior and Veterans' teams competitions. Whilst always striving to win each team event it enters, the worldwide strength of tennis suggests that a realistic objective is for Australia to be at least a semi-finalist in each competition each year and to win each event at least once during the quadrennium, thus continuing the high profile of the sport.



fifteen

15

**DEVELOPING** Melbourne Park as a year-round National Tennis Centre of Excellence and encouraging Member Associations to develop state and national centres of excellence in other major cities.

It is important that multi-purpose Melbourne Park be seen not just as the venue each January for the Australian Open, but as a year-round Centre of Excellence tennis facility. The quality of the facilities (indoor and outdoor courts, gymnasium, etc), the quality of the coaches, the management and the programs offered must reinforce Melbourne Park as the National Tennis Centre and unquestionably a place people should go to improve their tennis. This concept is being marketed as 'Australian Open Tennis Centre'. Naturally it does not need to be the only Centre of Excellence in Australia nor the only National Tennis Centre, and Tennis Australia must work with Member Associations to ensure that there are also attractive international standard tennis centres in each major city as appropriate focal points for the game.

sixteen

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**STRENGTHENING**, protecting and promoting the wonderful heritage of Australian tennis as a Grand Slam nation and arguably Australia's largest participation sport.

Tennis has an illustrious past, an engaging present and an exciting future. In planning the future, we must protect and promote the wonderful heritage of Australian tennis that includes Grand Slam status for the Australian Open, earned by the outstanding international achievements of our players over the past 100 years and especially our success in Davis Cup competition. Tennis is also a mass-participation sport that played a significant role in the social history of Australia. We have the Australian Tennis Museum in Sydney and the Australian Tennis Hall of Fame and now the Tennis Heritage Collection in Melbourne. The next steps include construction of a permanent facility to display the memorabilia, the celebration of the Centenary of Tennis Australia/Australian Open, development of a touring exhibition, and links with other Grand Slam museums and the International Tennis Hall of Fame.